



"Reimagining EKDC"

Evelyn K. Davis Center for Working Families
2024-2026 Strategic Plan
Version: 22 July 2024

Executive Summary

"Make no little plans; they have no magic to stir one's blood and probably will themselves not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will not die" - Daniel Burnham

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i. Preamble

This document is a starting point. It is intended as a living, changing, ever evolving instrument to empower EKDC to imagine and build the organization in new and innovative ways. The document provides a framework to guide our growth and progress and shall be revisited annually to ensure that there is consistency with the Mission and Vision set forth below.

I. Proposed Mission Statement

The EKDC inclusively provides access to services that **empower, educate, and elevate** working families.

II. Proposed Vision / Purpose Statement

Through intentional and inclusive community focus, EKDC provides guidance, encouragement, and supportive services to overcome barriers and serving a diverse range of community members to help them reach sustainable employment, as well as improve their goals of enhancing their quality of life.

III. Data Themes / Areas for Strategic Emphasis

The Following are the top three data trends based on the data points collected via focus groups and survey work completed as part of the planning process. These are some of the core elements of the design of the process identified for strategic planning and solution development and will be address in the implementation phase by the strategic plan:

- Geographic Disconnection and Re-engagement with Target Population and Neighborhood
- Brand Confusion / DMACC Relationship Clarity
- Internal Cross Departmental Integration
- Long-term Financial Sustainability

IV. Core Values

As we conducted focus groups, surveyed those in our ecosystem and worked with our Staff, we feel our strategic plan must be rooted in our value system and represent who we are as an organization. The following are what we believe we most embody and how we serve each other and those who we offer our services to:

Relationships | Collaboration | Responsibility | Accountability | Collective Purpose | Impact

Value 1: We will work tirelessly to ensure our services improve the quality of life for working families.

- *We will actively work to reduce barriers to providing value to those we serve;*
- *We will listen and be responsive to the needs of individuals and families;*
- *We will seek and collaborate with partners to expand our ability to have a lasting impact.*

Value 2: We will be responsible stewards of our own resources.

- *We will cultivate a diverse and inclusive array of community support;*
- *We will hold ourselves to a high standard of continuous improvement and purpose-driven work;*
- *We will communicate and clarify our mission to ourselves, our clients, and our community.*

Value 3: We will build a strong and resilient internal culture.

- *We will continue to build an internal support system based on mutual respect and trust;*
- *We will demonstrate honest and integrity as an organization through words and actions;*
- *We will be accountable to each other and those we provide education and services to.*

V. Characteristics of the Organization

Through our process, we have identified the following words that best describe our organization:

Before: Engaged | Advocate | Impact | Collaborative

After: Innovative | Collaborative | Proactive | Progress | Clear

In aspiring to these characteristics, the EKDC seeks to have a long-term positive impact for its community and those they interact with. As such, the organization will set goals, objectives, and tactics that will be representative of these words, an evolution away from certain barriers to our success, and provide for the value proposition set forth in this document. The EKDC embodies the values we have defined for ourselves and the purpose-driven mission exemplified by the characteristics of these descriptors.



VI. Purpose/Case Statement: Executive Director

Based on individual interviews with staff, community members, and other stakeholders, the potential roles of the ED could be considered as part of a strategic restructuring of the center as core:

- Public Education and Building Awareness of the Center with Partners, Funders, and the Community
- Setting the Vision of the Center and Ensuring Positive and Impactful Outcomes
- Developing and Implementing Strategies for Financial Sustainability (Grants, Funding Partners, Donor Cultivation)
- Cultivating, Providing Training, and Mentoring Internal Staff to Build a Solid Organizational Culture / Engaged Employees
- Convene and Utilize a Board of Directors to Assist with Strategic Partnership Development and Ongoing Community Support

VII. Value Proposition

As we explored the different dynamics of our organization, we developed a value proposition outlining the major components of our sustainable competitive advantage. As we work to better strengthen and clarify what we do, these are significant considerations that will ultimately help us more deeply consider what we do and how we function as an organization.

EKDC for Working Families is for:

Who is it for?

- Underserved Populations
 - Youth and Young Adults
 - Working Age People
 - The Unsheltered
 - Refugees and Immigrants
 - Under / Un-Employed
 - Ages Ranging from Youth to the Elderly
 - Veterans
 - Those in Our Neighborhood
 - Those Outside a Traditional Path
 - Individuals Who are in Re-Entry Status
- Those with Limited Resources
 - Those From Foster Care
 - Re-Entry Population
 - Other Agencies
 - Students and DMACC Staff

We provide support to those who seek:

- Help and Support
- Improvements to Quality of Life
- Financial Stability and Empowerment
- Employment Support and Technical Skills
- Direction to Resources
- Financial and Business Education / Small Business Guidance
- Computer Skills
- Respect and Dignity / Feel Better About Themselves
- Clothing
- Self-Sufficiency
- Mentoring / Coaching / Reassurance
- Financial Freedom

What do they seek?

- To Be Heard / To Be Their Own Advocate
- Youth Support
- Referrals to Outside Services

By working with community focus groups, collection of opinions and perspectives through survey work, we explored the motivations behind what not only draws individuals and families to EKDC, but how we could expand and extend what we do through better leveraging of resources, improvements to our service delivery system, and building upon what **we provide:**

We Provide

- Safe Spaces for Community Building
 - Support
 - Advocacy
 - Access to Technology
 - Coaching
 - Hope
 - Career Counseling
 - Financial Assistance + Education
 - Parenting Skills
- A Roadmap for their Future
 - Referrals and a Bridge to Resources
 - A Listening Ear
 - On Site Space for Partners
 - Compassion
 - Crisis Intervention and Triage
 - Expertise
 - Encouragement
 - Stability
 - Men's Clothing and a Chance to Build Self-Esteem



How are we different than others? What offerings make us distinct and help fill a gap or complement the existing services that exist in our region and our community? How are we responsive to our community's needs? What sets us apart and helps those we serve understand the benefit of what we do and why we exist:



- Free, High-Quality Services
- Passionate and Compassionate
- Collaborative
- Non-Judgmental
- Expertise
- Unlimited Access to Services
- Multiple Services in One Location
- Early Adopters / Innovators
- We Maximize Our Resources / We Are Accountable
- We Work as Partners
- Centrally Located
- Strong / Committed / Diverse / Multi-Lingual Staff
- Reputation
- Meet People Where They Are At
- No Limits on The Amount of Help / Structure Help Based on Need
- We Are Not a Financial Institution

We are different than others....

We have seen increases in the number we serve. Those in the community increasingly look to us for their needs, encouragement, and holistic support. All of these things contribute to answering the question of **why they can believe us:**

You can believe us because...

- Stories of Success
- Community / Word of Mouth
- Data
- Repeat Clients
- Referrals
- Passionate / Committed Staff
- Treat People as People
- Our Clients Feel Heard
- Dignity and Respect is Felt and Given by All
- We are Non-Judgmental
- We Empower Individuals and Help Change / Reshape / Impact Their Communities
- We Have Been Around 10 Years
- The Buy-in From Our Staff Is Illustrated by How We Treat People

VIII. 2024-2026 Strategic Focus Areas

Developed over the course of several months with the support and engagement of the volunteer board, the following is a high-level executive summary of the strategic plan. These objective areas represent support for the goals and strategies indicated for each of the key areas of the plan. The full plan contains tactical action steps, key performance indicators, and updates to the organizational vision to be reviewed in Quarter 1 as we move into implementation of the strategic plan in 2024.

Strategy Group 1: Educate - Grow, Expand, and Enhance Programmatic Efforts

- Provide Robust and Relevant Programming
- Enhance Internal Learning and Development Efforts

Strategy Group 2: Elevate - Increase Brand Awareness and Establish + Reinforce Market Niche

- Elevate Knowledge and Awareness of the EKDC Brand, Services, and Programming
- Create More Strategic Partnerships

Strategy Group 3: Empower - Enhance Internal Culture and Organizational Infrastructure

- Cultivate Strong and Resilient Organizational Culture; Enhance Staff Attraction and Retention Efforts
- Define / Adapt / Redesign Relationship with DMACC

IX. Goals, Objectives + Supporting Frameworks

Within each principle exists a set of strategies and goals for EKDC. We must align our central tenets with our goals in order to support our Mission and Vision. Below are brief statements intended to be achieved, demonstrating our commitment to each strategy, parsed by internal and external deliberate actions. These are written as though completed, to emphasize their nature as the goals you are trying to achieve and how they present in an end-state.

To realize the potential of goals established, smaller steps must be taken. These smaller steps, or objectives, are intended to be succinct and clear. Based on our core tenets, we have segmented the tactical objectives in these main areas within the context of the emphasis areas above. Each of the objective areas has an associated set of granular detail, including the supporting framework from which this objective was developed. These details, in turn, are the basis for the tactical action framework to follow.



**Polk County
Financial
Empowerment
Center**
Evelyn K. Davis Center
FOR WORKING FAMILIES



Small Business Solutions
A trusted resource for your people & marketplace success
Evelyn K. Davis Center
FOR WORKING FAMILIES



Evelyn K. Davis Center
FOR WORKING FAMILIES



**MEN
ON THE
MOVE**
Evelyn K. Davis Center
FOR WORKING FAMILIES



**Careers
& Employability**
Evelyn K. Davis Center
FOR WORKING FAMILIES



Y-EXCL
YOUTH EXCEL INTO CAREERS & LEADERSHIP
Evelyn K. Davis Center
FOR WORKING FAMILIES

Strategy Group 1: **Educate** - Grow, Expand, and Enhance Programmatic Efforts

Internal and Organizational: (Inward) <ul style="list-style-type: none">• Determine Updated List of Programs and Services Offered• Align Internal / Shared Resources for Efficiency• Provide Staff Trainings to Increase Skills Diversity of Staff	External and Programmatic: (Outward) <ul style="list-style-type: none">• Provide Best-In Class Programs to Identified Target Audience• Provide Relevant and Timely Support for Clients• Expand Number of Clients Served / Re-Engage with Historical Client Base
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Work Areas / Objective Grouping 1A: **Evaluate Existing Programmatic Offerings**

- Objective : Evaluate Existing Program Suite / Match to Staff Capacity and Client Need
- Objective : Create Detailed Programmatic Outcomes and Determine Improvements to Underperforming Metrics
- Objective : Determine and Track Success Metrics for Services / Cultivate + Prompt Return Client Experiences

Work Areas / Objective Grouping 1B: **Expand and Diversify Programming**

- Objective : Design and Implement Programmatic Changes Based on User Group Feedback + Metrics
- Objective : Secure Resources and Trainings to Continue to Provide Relevant / Modern Programming
- Objective : Conduct Quarterly Internal Strategy Meetings to Enhance Program Development / Group Learnings

Strategy Group 2: **Elevate** - Increase Brand Awareness and Establish + Reinforce Market Niche

Internal and Organizational: (Inward) <ul style="list-style-type: none">• Better Understanding of Internal Roles by Staff and Leadership• More Cross-Departmental Integration• More Accessibility for a Greater Number of Clients• Solid Internal Communication Strategies Cultivated and Utilized	External and Programmatic: (Outward) <ul style="list-style-type: none">• Improve Physical Characteristics of Building and Surrounding Area• Increased Community Awareness of EKDC Services and Offerings• Stronger Network of Referrals and Collaboration Partner Agencies
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Work Areas / Objective Grouping 2A: Enhance and Evolve Community Stakeholder Awareness of the Center

- Objective : Determine the Best Means of Reaching a Greater Number of Clients and Individuals
- Objective : Become a "Trusted Advisor" to a Greater Number of Referral Agencies and Organizations
- Objective : Conduct a EKDC Reboot / Relaunch Campaign
- Objective : Improve the Physical Presence of the Center to Establish Parity with Surroundings (and ADA Compliance)

Work Areas / Objective Grouping 2B: Create More Strategic Community Partnerships

- Objective : Develop and Deploy Community Outreach, Marketing, and Communication Plan
- Objective : Create and Maintain a Consistent "Face" of the Organization at Community Events
- Objective : Inventory and Participate in Relevant Work Groups, Partner Agency Efforts, and Community Planning and Impact Efforts

Strategy Group 3: Empower - Enhance Internal Culture and Organizational Infrastructure

Internal and Organizational: (Inward) <ul style="list-style-type: none">• Solidify Organizational Leadership• Stability in the Internal Culture of EKDC• Attraction and Retention of Staff Stabilized	External and Programmatic: (Outward) <ul style="list-style-type: none">• Clear Structure of Relationship and Expectations with DMACC Partnership Identified• Diverse and Sustainable Funding Streams Established• Establish Internal Job Shadowing to Create Opportunities for Cross-Learning and Collaboration
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Work Areas / Objective Grouping 3A: Provide Strong / Positive Culture + Work Environment

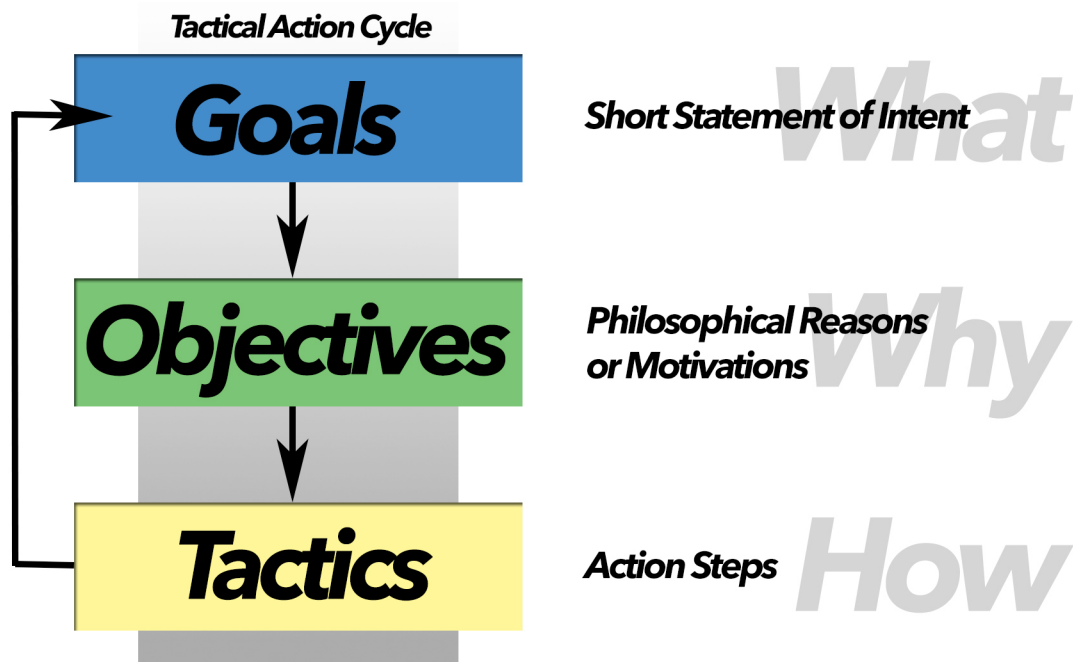
- Objective : Create a Welcoming Environment for Staff and the Community at the Center
- Objective: Cultivate and Implement Additional Opportunities for Cross-Department Integration and Collaboration
- Objective: Determine Specific Leadership Structures and Needs for the Center Based on Programmatic Offerings
- Objective: Better Balance Staff Capacity with Community Need

Work Areas / Objective Grouping 3B: Determine / Adapt / Redesign Relationship with DMACC and Enhance Organizational Sustainability

- Objective : Determine / Modernize Collaborations with DMACC
- Objective : Solidify / Diversify Funding Streams for Center Staff and Programming
- Objective : Determine Long Term Organizational Sustainability Plan and Clear Vision for Center's Success

X. Implementation of this Plan

Below is an outline of how the tactical portion of our plan works to implement our goals. The goals listed, their underlying strategies, and how we plan to accomplish them follow the steps outlined below. Each goal is **what** we plan to do; the objectives define **why** we plan to pursue these goals; the tactics define **how** we plan to accomplish them.



XI. Capabilities

When considering how to execute our strategies, we considered our own current capabilities to build upon our thinking with regard to the execution of our plan. By recognizing and engaging with some areas that are successful, followed by areas of improvement, and then moving into stated goals for each central strategy.

We do this because of the need to identify and leverage what we are strongest at, followed by what we may need to address in the context of how these characteristics may impact our ability to be successful and, in the spirit of continuous improvement, reach our potential.

Strengths:

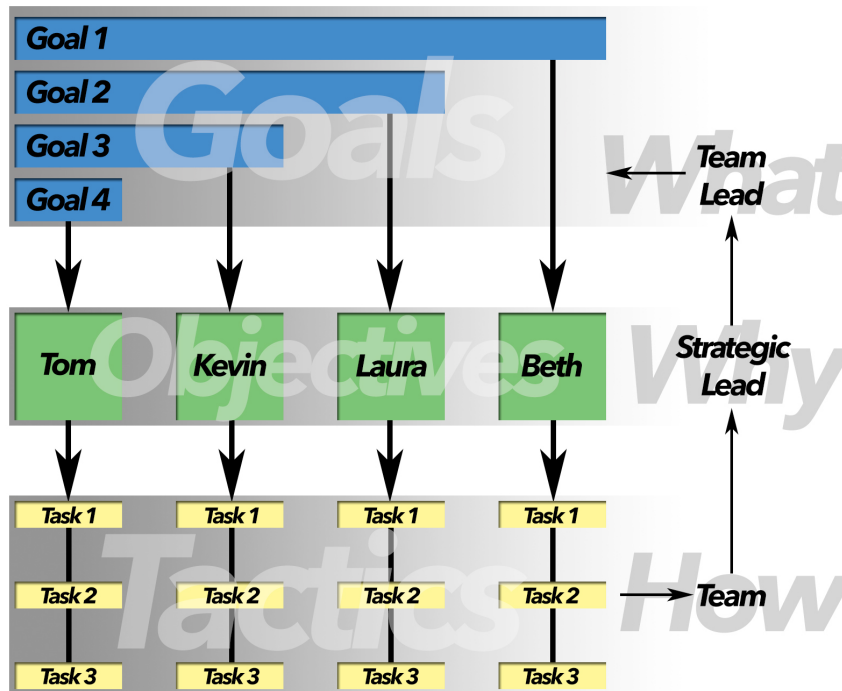
**Services Reflect Population Needs | Reputation / Brand |
One Stop Shop | Empower Families | Staff Expertise |
Wide Suite of Services | Small Business Guidance | Results-
Oriented | Safe Place | Employment Support | Diverse Team
| Flexible and Adaptable | Improve Quality of Life |
Compassionate | Education | Collaborative | Authentic
and Passion-Driven**

Areas for Improvement:

**Marketing + Outreach | Limited Staff Capacity | More
Resources | Outside Communication | Diversity of
Funding | Public Awareness | Public Advocacy |
Relationship with DMACC | Use of Data | Team
Collaboration Opportunities | Clear Success Metrics |
Community Knowledge of Impact and Availability and
Value of Services**

XII. Tactics: Inputs, Prioritized Outputs, Accountability and Metrics

"Vision without execution is just hallucination." – Henry Ford



What you plan to do is often easier than how you plan to go about doing it. Corresponding with each objective in section IX above is a brief overview of the associated strategy to ensure the objective is met.

Identify the critical inputs, including milestone dates, audience, and durations of major

activities, goals, significant local, state, and/or national information. Factor in interdependencies between various dates and activities as required. Input all data into a scheduling program with anticipated budget for tracking, distribution, and resource allocation. Collect and aggregate significant local events for sharing and to allow for adequate review; develop board and/or leadership team expectations, as appropriate.

Some initiatives, goals, and objectives will require more time than others. As a result, each implementation team shall prioritize the goals, estimate the requirements associated with each (i.e. an individual's interest, availability, etc.). Establish a timeline for each major initiative and distributing it to the other committee members to scrutinize. Subsequently, incorporate feedback, finalizing the plan and begin implementation, regularly reporting progress to staff and leadership as a whole:

Diagram of Tactical Action Cycle with Additional Granularity; Team Lead = Staff

Please note that the tactical framework of this draft of the strategic plan are in outline / summary form; specific build-outs and prioritization to occur in the implementation phase of the strategic planning effort.

Strategy Group 1: Educate - Grow, Expand, and Enhance Programmatic Efforts

Work Areas / Objective Grouping 1A: Evaluate Existing Programmatic Offerings

- Objective 1: Evaluate Existing Program Suite / Match to Staff Capacity and Client Need
- Objective 2: Create Detailed Programmatic Outcomes and Determine Improvements to Underperforming Metrics
- Objective 3: Determine and Track Success Metrics for Services / Cultivate + Prompt Return Client Experiences

Tactical Mission: *"Become More Reflective in Adapting Existing Offerings to Promote Ongoing Use of EKDC."*

Tactical Plan (For Prioritization):

Internal and Organizational:

Parent Tactic: *Build Capacity to Meet Current Need*

Child Tactics:

- Determine Staff Capacity Need
 - Determine Optimal Staff Time Balance (50% Walk-in / 50% Allocated)
- Set Department Specific Goals + Metrics for Tracking and Reporting / Develop Remedies
 - No-Shows, Service-Specific
 - Measure Success by Specifics, Not Center-wide
 - Tie Program Effort to Success and Funding Opportunities

External and Programmatic:

Parent Tactic: *Create Better Means of Tracking Outcomes*

Child Tactics:

- Determine Effective Means of Follow-up and Success Tracking with Participants
- Establish Specific Techniques of Increasing Return Visits
 - Cross-feed Appointments and Cross-Sell Services
 - Tie to Community Efforts: One Economy, Etc.
- Develop and Implement Service Engagement Survey for People Using the Center

Accountability:	TBD	Work Group: TBD
Priority Level:		1-2-3
Timeline:	Determine in Work Groups	12-18-24-36-60+ Time Frame

Strategy Group 1: Educate - Grow, Expand, and Enhance Programmatic Efforts

Work Areas / Objective Grouping 1B: Expand and Diversify Programming

- Objective : Design and Implement Programmatic Changes Based on User Group Feedback + Metrics
- Objective : Secure Resources and Trainings to Continue to Provide Relevant / Modern Programming
- Objective : Conduct Quarterly Internal Strategy Meetings to Enhance Program Development / Group Learnings

Tactical Mission: *"Create and Maintain Programs to Help the Community Get the Skills Needed to Improve Their Quality of Life."*

Tactical Plan (For Prioritization):

Internal and Organizational:

Parent Tactic: *Conduct Annual Audit of Programs*

Child Tactics:

- Establish Success Criteria for Center
 - Resource-Specific, Mission-Driven, Changes to Employment Trends
- Design and Deploy Programmatic Review Team
 - Set, Assess, and Respond to Metric-Based Analysis

External and Programmatic:

Parent Tactic: *Determine Set Criteria for Forming Partnerships / Developing Programming*

Child Tactics:

- Set Specific Expectations for New Programs
 - Stakeholder Interest
 - Shared Benefits Between EKDC and Partners
 - ROI for EKDC Users

Parent Tactic: *Leverage User Data to Create Evolutions to Programming*

Child Tactics:

- Create Feedback Mechanisms for Programs
 - Assess Skills Gaps Experienced by Potential Employers
 - Create Programs Based on Understanding of User Needs
 - Create Database / Tracking of Skills Needed / Relevant Updates

Accountability:	TBD	Work Group: TBD
Priority Level:		1-2-3
Timeline:	Determine in Work Groups	12-18-24-36-60+ Time Frame

Strategy Group 2: **Elevate** - Increase Brand Awareness and Establish + Reinforce Market Niche

Work Areas / Objective Grouping 2A: **Enhance and Evolve Community Stakeholder Awareness of the Center**

- Objective : Determine the Best Means of Reaching a Greater Number of Clients and Individuals
- Objective : Become a "Trusted Advisor" to a Greater Number of Referral Agencies and Organizations
- Objective : Conduct a EKDC Reboot / Relaunch Campaign
- Objective : Improve the Physical Presence of the Center to Establish Parity with Surroundings (and ADA Compliance)

Tactical Mission: *"Create and Sustain a Welcoming Environment for EKDC."*

Tactical Plan (For Prioritization):

Internal and Organizational:

Parent Tactic: *Create a "Pathways to the Center" Plan*

Child Tactics:

- *Work with Partners to Develop a Specific Niche Strategy Within the Employment Ecosystem*
 - *Center on 6th, Urban Dreams, Others*
 - *Post Information at Libraries and Other Areas Where Target Audience Would Access EKDC Information*
 - *Determine from Partners What Most Desirable Jobs Are Currently Needed*

External and Programmatic:

Parent Tactic: *Create a EKDC "Reboot" Campaign*

Child Tactics:

- *Develop a Targeted Plan for Engaging More Individuals Outside the Center*
 - *Awareness Events*
 - *Joint Events with DMACC and Others*
 - *Events with Funders and Neighborhood Associations*

Parent Tactic: *Execute Physical Enhancements to Existing Facilities*

Child Tactics:

- *Conduct ADA Assessment / Analysis*
- *Assess Need and Develop Design Strategy for Physical Improvements*

Accountability:	TBD	Work Group: TBD
Priority Level:		1-2-3
Timeline:	Determine in Work Groups	12-18-24-36-60+ Time Frame

Strategy Group 2: **Elevate** - Increase Brand Awareness and Establish + Reinforce Market Niche

Work Areas / Objective Grouping 2B: **Create More Strategic Community Partnerships**

- Objective : Develop and Deploy Community Outreach, Marketing, and Communication Plan
- Objective : Create and Maintain a Consistent "Face" of the Organization at Community Events
- Objective : Inventory and Participate in Relevant Work Groups, Partner Agency Efforts, and Community Planning and Impact Efforts

Tactical Mission: *"Be a More Visible Presence and Stronger Community Partner."*

Tactical Plan (For Prioritization):

External and Programmatic:

Parent Tactic: *Create a Coordinated Marketing and Communications Plan*

Child Tactics:

- *Coordinate Efforts with the DMACC Marketing Team*
 - *Videos, Photos, Web + Social Media*
 - *Develop Processes, Procedures, and Coordination Strategies to Maximize Exposure*
 - *Create Targeted Community Outreach*
 - *Cross-Networking*
 - *Open Houses and Community Events*

Parent Tactic: *Create a "Showcase" Event*

Child Tactics:

- *Create an Annual Celebration of Center's Successes*
 - *Showcase Impact, Metrics, and Partnerships*

Parent Tactic: *Develop a Continuous Community Engagement Strategy*

Child Tactics:

- *Inventory Lists of Events and Efforts for Engagement*
 - *Develop Staff Outreach Team / Match with Program Areas / Assess Gaps in Engagement Areas*
- *Create Videos + Materials to "Tell Our Story"*
- *Share Engagement Outcomes at Staff Meetings*
- *Create a Spreadsheet of Partnerships / Career Fairs / Volunteer Opportunities*

Accountability:	TBD	Work Group: TBD
Priority Level:		1-2-3
Timeline:	Determine in Work Groups	12-18-24-36-60+ Time Frame

Strategy Group 3: **Empower** - Enhance Internal Culture and Organizational Infrastructure

Work Areas / Objective Grouping 3A: Provide Strong / Positive Culture + Work Environment

- Objective : Create a Welcoming Environment for Staff and the Community at the Center
- Objective: Cultivate and Implement Additional Opportunities for Cross-Department Integration and Collaboration
- Objective: Determine Specific Leadership Structures and Needs for the Center Based on Programmatic Offerings
- Objective: Better Balance Staff Capacity with Community Need

Tactical Mission: *"Cultivate and Sustain a Positive and Collaborative Culture."*

Tactical Plan (For Prioritization):

Internal and Organizational:

Parent Tactic: *Develop and Execute a Professional Development Rubric for Staff*

Child Tactics:

- *Determine Relevant Curriculum Components*
 - *Cross-Departmental Learnings*
 - *Human Resource Components + Professional Development*
 - *Education and Training*
 - *Certifications*

Parent Tactic: *Create More Opportunities for Cross-Departmental Integrations*

Child Tactics:

- *Create Bi-Weekly Meetings to Determine Collaboration Opportunities*
- *Develop Schedule of Job Shadowing Opportunities*

Parent Tactic: *Create Clearer Definitions of Roles at EKDC*

Child Tactics:

- *Update Job Descriptions, Roles and Responsibilities of Staff Members*
- *Determine Best Methods of De-Siloing Efforts + Responsibilities*

Parent Tactic: *Determine Mechanisms for Re-balancing Staff Capacity*

Child Tactics:

- *Conduct Community Survey to Determine Gaps / Needs for Services*
- *Determine if New Programs May Be Indicated (Food Pantry? Childcare?)*
- *Evaluate Who is Doing What at EKDC / Correct Distribution of Roles and Responsibilities*

Accountability:	TBD	Work Group: TBD
Priority Level:		1-2-3
Timeline:	Determine in Work Groups	12-18-24-36-60+ Time Frame

Strategy Group 3: **Empower** - Enhance Internal Culture and Organizational Infrastructure

Work Areas / Objective Grouping 3B: **Determine / Adapt / Redesign Relationship with DMACC and Enhance Organizational Sustainability**

- Objective : Determine / Modernize Collaborations with DMACC
- Objective : Solidify / Diversify Funding Streams for Center Staff and Programming
- Objective : Determine Long Term Organizational Sustainability Plan and Clear Vision for Center's Success

Tactical Mission: *"Create the Foundation for a Clear, Sustainable Future for EKDC."*

Tactical Plan (For Prioritization):

Internal and Organizational:

Parent Tactic: *Solidify Sources of Funding and Provide Education on Financial Health of the Center*

Child Tactics:

- Create Resource Development Strategy
 - Identify Potential Funding Sources
 - Identify Opportunities for Additional Grants
 - Cultivate Expanded List of Sponsor / Donor Opportunities
- Communicate Awareness and Information to Staff Related to Financial Status
 - Provide Staff Education and Updates on Funding Streams
 - Determine Staff Roles in Fundraising and Securing Funds for Programs

External and Programmatic:

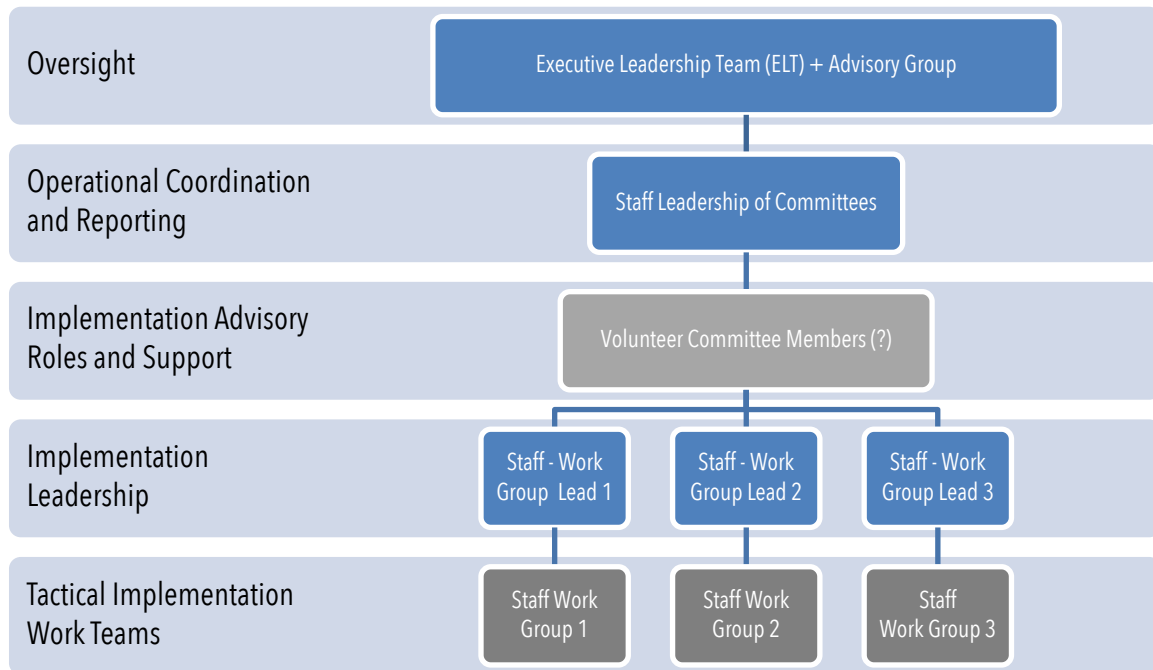
Parent Tactic: *Improve External Branding of EKDC*

Child Tactics:

- Evaluate Improvements to Physical Characteristics of the Building
 - Signage, Parking Lot, Building Maintenance
- Develop and Deploy a Public Awareness Campaign
 - Create Differentiation / Clarity on Location and Function of the Center
 - Retain and Leverage Independent Identity of the Center

Accountability:	TBD	Work Group: TBD
Priority Level:		1-2-3
Timeline:	Determine in Work Groups	12-18-24-36-60+ Time Frame

Strategic Plan Operational Governance Structure



Appendix: Strategic Recommendation Matrix – Future Planning Considerations

Below please find a series of strategic recommendations based on the focus groups, survey work, and internal work with staff. The below are meant to be a starting point for further strategic direction and discussion and can be further developed in conjunction with the strategic plan.

Strategic Direction	Potential Benefits	Potential Detriments	Recommendation
Option 1: EKDC as Independent Organization	<ul style="list-style-type: none"> • More Diversity in Funding Streams (Grants, Etc.) • More Ability to Self-Define Programs and Services Based on Client Need • Wider Range of Program Offerings • Clear Leadership and Operational Systems Clarified • Lower Barrier or Perceived Barrier to Potential Clients and Target Demographics • Clarity on Organizational Independence / Messaging to Funders • Clearer Community Messaging and Overall 	<ul style="list-style-type: none"> • Larger Financial Risk Components / Lack of Continuous Funding • Lack of Direct Access to DMACC / HR Resources • Decouple from DMACC Co-Branding • Switching Costs (IT Support, Building Rent?, Administrative Operational Support) 	TBD

	<p>Understanding of Mission / Purpose</p> <ul style="list-style-type: none"> • Less Intimidation on Access to Center Services / Expectation of Payment and/or Other Barriers • Ability to Maintain Non-Academic Programs (i.e. Man on the Move) • Funding For Specific Programs Not Tied to Academic and/or Other Restrictive + Non-Aligned Criteria • Ability to Build on Established Brand in Specific Areas Recognized by Existing Clients and Community Members 		
Option 2: EKDC Redefines Relationship with DMACC	<ul style="list-style-type: none"> • Additional Clarity in Shared Workforce and Programmatic Pathways Between Entities • Potential Development of Cooperative / Complementary Programmatic Offerings • Center Maintains Autonomy and Defines Levels of Accountability and Self-Determination • Existing Staff Feels Additional Empowerment • Opportunities for Direct Connection Between Academic and Community Functions and Programs • Clarity on Leadership and Relationship Between Entities with Funders and Partners • Ability to Leverage DMACC Infrastructure 	<ul style="list-style-type: none"> • Less Ability for Self-Determination and Program Development Based on Client Need • Limitations on Available Grant Resources • Lack of Clarity on Roles of EKDC and DMACC for Funders • Existing Programs Do Not Align with This Model • Staff Attrition / Disengagement / "Brain Drain" • Potential Lack of Diversity in Programming 	TBD